United Nations A/66/6 (Sect. 29A)

General Assembly

Distr.: General
15 April 2011

Original: English

Sixty-sixth session

Proposed programme budget for the biennium 2012-2013*

Part VIII
Common support services

Section 29A
Office of the Under-Secretary-General for Management

(Programme 24 of the strategic framework for the period 2012-2013)**

Contents

		Page
Overview		2
A.	Executive direction and management	7
B.	Programme of work	9
	Component 1: Management services	12
	Component 2: Enterprise resource planning project	15
	Component 3: Management evaluation component of the administration of justice	18
	Component 4: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	20
C.	Programme support	22

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

11-30182 (E) 240511

Please recycle

Overview

Table 29A.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$32,816,100[a]
Revised appropriation for 2010-2011	$26,126,100

[a] At 2010-2011 rates.

Table 29A.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2012-2013	52	1 USG, 2 D-2, 4 D-1, 9 P-5, 6 P-4, 2 P-3, 2 P-2/1, 4 GS (PL), 22 GS (OL)
Approved for the biennium 2010-2011	52	1 USG, 2 D-2, 4 D-1, 9 P-5, 6 P-4, 2 P-3, 2 P-2/1, 4 GS (PL), 22 GS (OL)

Abbreviations: USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level.

29A.1 The Department of Management is responsible for the implementation of the programme of work under section 29A. The activities programmed under this section fall under programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

29A.2 The Department will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States, as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance on and more effective support for results-based management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results-oriented.

29A.3 The Department will closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, it will provide substantive support to the Management Performance Board, in the context of the monitoring of the senior managers' compacts, and to the Management Committee, in the context of monitoring compliance with recommendations of oversight bodies by departments and offices of the Secretariat.

29A.4 The Department will continue to be responsible for improving management practices throughout the Organization, promoting accountability, preparing the enterprise risk management and internal control policy in accordance with General Assembly resolution 64/259, embedding risk and internal control management activities in the work processes, improving work processes and procedures, enabling continuous management improvement, implementing management policies and reform initiatives to empower the staff and enhancing the ability of staff to carry out their work more effectively. It will also continue to support and strengthen the integration of the gender perspective into the work of the Organization. With the support of a proactive communications

strategy, the Department will ensure that Member States, managers and staff are fully informed and participate in the efforts to ensure a more effective and results-oriented Organization.

29A.5 The implementation of the enterprise resource planning project, also known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department will also ensure implementation of various functionalities of the system in such a manner that it minimizes the burden of change on the Organization and its resources, and mitigates organizational and managerial risks. Moreover, in synchronization with the enterprise resource planning project, the Department will ensure further development and documentation of accounting policies, guidance and procedures that are compliant with International Public Sector Accounting Standards and that the Organization transitions to the requirements of the Standards.

29A.6 The management evaluation of all contested administrative decisions, which is the first step in the formal process of the administration of justice, complements the Organization's efforts in strengthening management accountability and promoting the swift and timely resolution of disputes. In order to fulfil its mandate, the approach to resolving staff grievances includes the use of formal and informal dispute resolution mechanisms while adhering to the prescribed time limits. The Department will strive, through management evaluation, to reduce the number of improper administrative decisions and the number of cases proceeding to formal litigation. Furthermore, it will establish and implement effective measures for increasing transparency and managerial accountability in the decision-making process.

29A.7 The Department will manage the renovation of the historic United Nations Headquarters complex in New York. The capital master plan, as the project is known, will entail a complete renovation of the complex and result in a modern, safe and energy-efficient Headquarters for the Organization. The project, with ongoing renovation of the Secretariat, General Assembly and Conference Buildings, is expected to be completed around the middle of the 2014 calendar year. In connection with the last phase of the project, operations at Headquarters will be reorganized to efficiently manage the refurbished complex and to promote risk management, operational continuity and environmental sustainability. The experience gained from the capital master plan will be leveraged to establish a framework that will ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis.

29A.8 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services, and expand and develop new ones among United Nations entities when such services would be more efficient and cost-effective than existing arrangements.

29A.9 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee of the General Assembly, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

29A.10 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to $32,816,100 before recosting, reflecting a net increase of $6,690,000, or 25.6 per cent, compared with the 2010-2011 revised appropriation, owing mainly to Umoja project-related requirements. The growth can be summarized as follows:

(a) A decrease of $15,400 under executive direction and management owing to the reduced provision for general operating expenses and supplies and materials;

(b) A net increase of $6,716,400 under the programme of work relating to:

(i) A decrease of $3,400 under the management services component, mainly as a result of the downgrade of the information technology service level agreement from A to B, owing to an assessment of the various levels of service level agreements within the Department and an attempt to make the most effective use of resources, and to do so on a consistent basis within the Department;

(ii) An increase of $6,623,400 under the enterprise resource planning project component, reflecting the provision of the regular budget share of the requirements for the Umoja project for the biennium 2012-2013;

(iii) A decrease of $4,700 under the administration of justice component, owing mainly to the downgrading of the information technology service level agreement from level A to B;

(iv) A net increase of $101,100 under the services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination component, representing the delayed impact associated with the P-2 post established in the biennium 2010-2011;

(c) A net decrease of $11,000 under programme support reflects a decrease of $20,900 under contractual services resulting from the downgrade of the information technology service level agreement from A to B, a decrease of $4,000 under furniture and equipment, reflecting the deferral of the replacement of office equipment based on its useful life, offset in part by an increase of $13,900 under general operating expenses, in connection with business continuity requirements for critical staff members.

29A.11 For the biennium 2012-2013, regular budget resources will be complemented by other assessed contributions of $171,165,300. This comprises $103,191,700 for the enterprise resource planning project and $67,973,600 from the support account for peacekeeping operations, in the areas of substantive and technical services provided to the Fifth Committee and the Committee for Programme and Coordination, management support services and secretariat services provided to the Headquarters Committee on Contracts and the Property Survey Board. In addition, there are estimated extrabudgetary resources of $30,467,500 (including $27,702,100 for the enterprise resource planning project) from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities and from technical cooperation reimbursement resources. The amount of $27,702,100, reflecting a decrease of $9,388,000, represents the extrabudgetary share for the enterprise resource planning project in the biennium 2012-2013, as shown on table 6 of the Secretary-General's first progress report on the Umoja project (A/64/380).

29A.12 The projected level in other assessed resources represents an increase of $24,510,400 compared with the biennium 2010-2011 and reflects the requirements under the enterprise resource planning project and increases under posts and operational costs being managed by the Executive Office of the Department of Management.

29A.13 Pursuant to General Assembly resolution 58/269, resources in the amount of $109,300 have been identified under the regular budget within the available capacity of the Office under subprogramme 1, for monitoring and evaluation activities in the amount of $78,600, comprising four work-months at the Professional level and three work-months at the General Service level, and $30,700 for

consultancy services to administer the ethical behaviour self-assessment survey as established in the senior managers' compacts.

29A.14 The estimated percentage distribution of the resources under this section is as shown in table 29A.3. The resource requirements by component and the post requirements are summarized in tables 29A.4 and 29A.5, respectively.

Table 29A.3 Distribution of resources by component

(Percentage)

Component	*Regular budget*	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	7.7	—	—
B. Programme of work			
1. Management services	16.6	2.3	1.8
2. Enterprise resource planning project	54.3	60.3	90.9
3. Management evaluation component of the administration of justice	5.3	0.1	—
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	4.4	0.2	—
Subtotal B	**80.6**	**62.9**	**92.7**
C. Programme support	11.7	37.1	7.3
Total	**100.0**	**100.0**	**100.0**

Table 29A.4 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*[a]	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
A. Executive direction and management	2 625.9	2 545.8	(15.4)	(0.6)	2 530.4	12.5	2 542.9
B. Programme of work	10 895.3	19 725.8	6 716.4	34.0	26 442.2	52.4	26 494.6
C. Programme support	4 135.7	3 854.5	(11.0)	(0.3)	3 843.5	65.5	3 909.0
Subtotal (1)	**17 656.9**	**26 126.1**	**6 690.0**	**25.6**	**32 816.1**	**130.4**	**32 946.5**

(2) *Other assessed*[b]

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
A. Executive direction and management	361.1	—	—
B. Programme of work	10 112.3	89 962.2	107 658.3
C. Programme support	57 179.2	56 692.7	63 507.0
Subtotal (2)	**67 652.6**	**146 654.9**	**171 165.3**

(3) *Extrabudgetary*[c]

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
B. Programme of work	8 515.9	37 642.5	28 254.5
C. Programme support	1 545.6	2 213.0	2 213.0
Subtotal (3)	**10 061.5**	**39 855.5**	**30 467.5**
Total (1), (2) and (3)	**95 371.0**	**212 636.5**	**234 579.3**

[a] Adjusted for presentation purposes only to reflect the adjustment of the appropriation for the enterprise resource planning project to programme of work from programme support.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Table 29A.5 Post requirements

	Established regular budget posts		*Temporary posts*						*Total*	
			Regular budget		*Other assessed*[a]		*Extrabudgetary*[b]			
Category	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above										
USG	1	1	—	—	—	—	—	—	1	1
D-2	2	2	—	—	—	—	—	—	2	2
D-1	4	4	—	—	1	1	—	—	5	5
P-5	9	9	—	—	—	—	—	—	9	9
P-4/3	8	8	—	—	6	7	1	1	15	16
P-2/1	2	2	—	—	—	—	—	—	2	2
Subtotal	**26**	**26**	**—**	**—**	**7**	**8**	**1**	**1**	**34**	**35**
General Service										
Principal level	4	4	—	—	—	—	—	—	4	4
Other level	22	22	—	—	1	1	1	1	24	24
Subtotal	**26**	**26**	**—**	**—**	**1**	**1**	**1**	**1**	**28**	**28**
Total	**52**	**52**	**—**	**—**	**8**	**9**	**2**	**2**	**62**	**63**

Note: In addition to the posts funded from other assessed and extrabudgetary resources identified in table 29A.5 above, there are 90 temporary posts, endorsed by the General Assembly in its resolutions 64/243 and 65/260, in the enterprise resource planning project funded through the jointly funded fund, consisting of regular budget, support account for peacekeeping operations and extrabudgetary resources.

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

[b] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes.

A. Executive direction and management

Resource requirements (before recosting): $2,530,400

29A.15 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the financial, human and physical resources of the Organization. He or she formulates policies and provides policy guidance, coordination and direction on management reform issues. He or she also represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies, and monitors emerging management issues throughout the Secretariat. In addition, the Under-Secretary-General is responsible for maintaining close liaison with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel and common support services matters. Moreover, he or she provides strategic guidance and management oversight concerning the implementation of the enterprise resource planning project (Umoja) and the capital master plan project. The secretariat of the Fifth Committee and the Committee for Programme and Coordination, which provides substantive and technical secretariat support to these Committees, and the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, which supports the work of the Headquarters Committee and the Board, both report to the Under-Secretary-General for Management. The Under-Secretary-General also directs and manages the activities of the Department of Management.

29A.16 In discharging the foregoing responsibilities, the Under-Secretary-General is supported by the Director of the Office of the Under-Secretary-General, who undertakes mid- and long-term planning, develops and coordinates management strategies and policies, oversees the implementation of reform initiatives and serves as the focal point for information and for the integration of all aspects of the work of the Department. The Office also provides support to the Under-Secretary-General in inter-agency meetings, such as the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB), and coordinates intradepartmental activities, including liaison with other offices, funds and programmes on matters of common concern. The Director oversees the activities of the front office, the Policy and Oversight Coordination Service, the Management Support Service, the Management Evaluation Unit and the Executive Office.

Table 29A.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture throughout the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The programme of work is effectively managed	(a) Improved management performance and timely delivery of outputs and services *Performance measures* (Percentage of respondents expressing the view that the Department of Management is more efficient in the delivery of services)

	2008-2009: 38 per cent Estimated 2010-2011: 55 per cent Target 2012-2013: 55 per cent (Percentage of respondents expressing the view that the Department of Management is more client focused) 2008-2009: 45 per cent Estimated 2010-2011: 55 per cent Target 2012-2013: 55 per cent
(b) Enhanced policy coherence in the management of the activities of the United Nations	(b) Improved communication and coordination of information-sharing between senior management and administrative officials of all duty stations *Performance measures* (Number of meetings per year between the Office of the Under-Secretary-General for Management and executive officers) 2008-2009: 21 meetings per year Estimated 2010-2011: 21 meetings per year Target 2012-2013: 21 meetings per year (Number of meetings per year between the Office of the Under-Secretary-General for Management and managers) 2008-2009: 19 meetings per year Estimated 2010-2011: 19 meetings per year Target 2012-2013: 19 meetings per year

External factors

29A.17 The objectives and expected accomplishments under executive direction and management are anticipated to be accomplished on the assumption that all stakeholders will extend their full cooperation and support to the Department in implementing management improvements.

Outputs

29A.18 During the biennium 2012-2013, the following outputs will be delivered (regular budget):

(a) Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues, as and when required;

(b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High-level Committee on Management;

(c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;

(d) Monitoring and coordination of departmental activities to ensure the efficient functioning of the Office and the Department;

(e) Strategic guidance and management oversight concerning the implementation of the capital master plan and the enterprise resource planning project.

Table 29A.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	2 375.3	2 375.3	7	7
Non-post	170.5	155.1	—	—
Subtotal	**2 545.8**	**2 530.4**	**7**	**7**
Other assessed	—	—	—	—
Extrabudgetary	—	—	—	—
Total	**2 545.8**	**2 530.4**	**7**	**7**

29A.19 Resources amounting to $2,530,400 will provide for seven posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 1 P-4, 3 General Service (Other level)) ($2,375,300) and operational requirements ($155,100), such as under other staff costs, travel of staff, contractual services and other operating expenses. The decrease of $15,400 in non-post requirements compared with the previous biennium is due to the downgrade of the information technology service level agreement from A to B, owing to an assessment of the various levels of service level agreements within the Department and an attempt to make the most effective use of resources, and to do so on a consistent basis within the Department.

B. Programme of work[1]

Table 29A.8 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
Component	*2010-2011[a]*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
B. Programme of work				
1. Management services	5 438.5	5 435.1	18	18
2. Enterprise resource planning project	11 182.9	17 806.3	—	—
3. Management evaluation component of the administration of justice	1 756.2	1 751.5	6	6

[1] Subprogramme 1 of programme 24 of the strategic framework for the period 2012-2013.

Component	Resources (thousands of United States dollars) 2010-2011[a]	2012-2013 (before recosting)	Posts 2010-2011	2012-2013
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 348.2	1 449.3	5	5
Subtotal	**19 725.8**	**26 442.2**	**29**	**29**
Other assessed[b]	89 962.2	107 658.3	7	8
Extrabudgetary[c]	37 642.5	28 254.5	2	2
Total	**147 330.5**	**162 355.0**	**38**	**39**

[a] Adjusted for presentation purposes only to reflect the adjustment of the appropriation for the enterprise resource planning project to programme of work from programme support.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Table 29A.9 Distribution of resources by component

(Percentage)

Component	Regular budget	Other assessed	Extrabudgetary
B. Programme of work			
1. Management services	20.6	3.6	2.0
2. Enterprise resource planning project	67.3	95.9	98.0
3. Management evaluation component of the administration of justice	6.6	0.2	—
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	5.5	0.3	—
Total	**100.0**	**100.0**	**100.0**

Regular budget resource requirements by component

(Percentage)

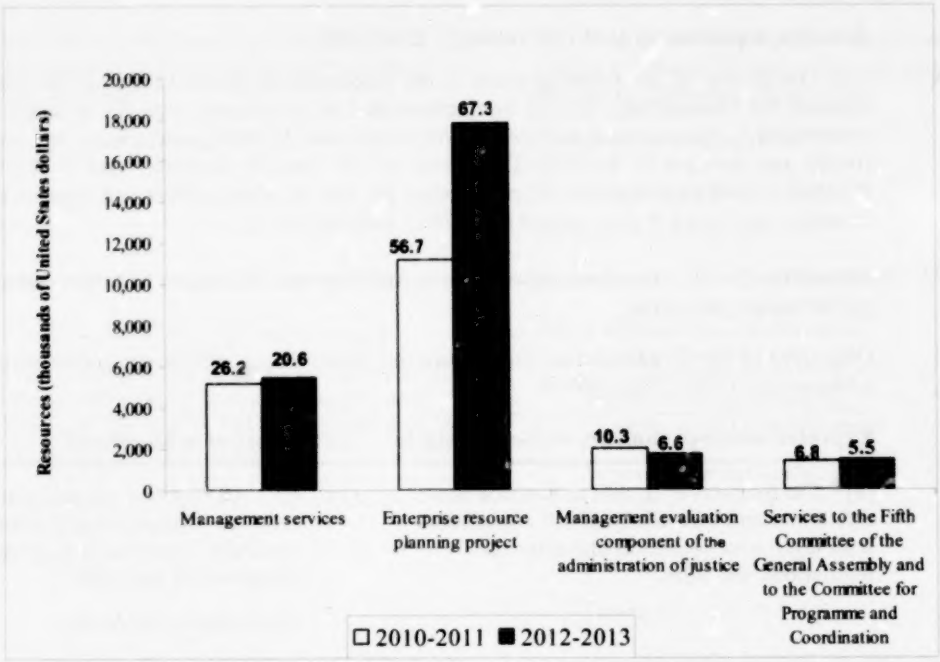


Table 29A.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*[a]	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	8 133.7	8 235.5	29	29
Non-post	11 592.1	18 206.7	—	—
Subtotal	**19 725.8**	**26 442.2**	**29**	**29**
Other assessed[b]	89 962.2	107 658.3	7	8
Extrabudgetary[c]	37 642.5	28 254.5	2	2
Total	**147 330.5**	**162 355.0**	**38**	**39**

[a] Adjusted for presentation purposes only to reflect the adjustment of the appropriation for the enterprise resource planning project to programme of work from programme support.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Component 1
Management services

Resource requirements (before recosting): $5,435,100

29A.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. It will be implemented in accordance with the strategy detailed under component 1, Management services, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 24, Part A, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 29A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The Secretariat is able to function more efficiently and effectively in full compliance with legislative mandates and relevant regulations and rules	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff *Performance measures* 2008-2009: 100 per cent Estimated 2010-2011: 100 per cent Target 2012-2013: 100 per cent (ii) Increased percentage of recommendations issued by the oversight bodies to the Secretariat are implemented *Performance measures* 2008-2009: 55 per cent Estimated 2010-2011: 60 per cent Target 2012-2013: 63 per cent (iii) All mandates have been accomplished *Performance measures* (Percentage of mandates that require action from the Office of the Under-Secretary-General for Management which are fully implemented) 2008-2009: not available

	Estimated 2010-2011: 100 per cent Target 2012-2013: 100 per cent
(b) Institutional and senior managers' accountability is strengthened throughout the Organization	(b) Programme performance report and senior managers' compacts completed and assessed at the end of their respective cycles *Performance measures* (Percentage completed on time) 2008-2009: 100 per cent Estimated 2010-2011: 100 per cent Target 2012-2013: 100 per cent
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency, and in full compliance with the relevant rules and regulations	(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases *Performance measures* 2008-2009: 8 days Estimated 2010-2011: 7.5 days Target 2012-2013: 7.5 days (ii) Increased number of cases handled by the Headquarters Property Survey Board *Performance measures* 2008-2009: 475 cases Estimated 2010-2011: 500 cases Target 2012-2013: 510 cases

External factors

29A.21 The objective and expected accomplishments are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States and that they will continue to be implemented by offices throughout the Secretariat.

Outputs

29A.22 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and other assessed):

(i) Substantive servicing of meetings: approximately seven formal meetings and 30 informal consultations of the Fifth Committee; approximately three formal meetings and six informal consultations of the Committee for Programme and Coordination; and approximately five meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: approximately 20 reports to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (2); reports on the implementation of recommendations of the Board of Auditors (4); biennial report on United Nations system-wide management improvement (1); report on standards of accommodation for air travel (1);

(b) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (approximately 10); consolidated responses to draft reports and management letters (40); consolidated comments of the Secretary-General to CEB on the implementation of the recommendations of the Joint Inspection Unit (approximately 10); semi-annual reports to the Management Performance Board and the Oversight Committee (8); responses to requests for exceptions to the standards of accommodation for air travel (approximately 250);

(ii) Implementation of an application for tracking and following up on the recommendations of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;

(iii) Implementation of change management, business process and continuous management improvement initiatives, and identification of best practices in management and administration;

(iv) Organization of client surveys, review and analysis of data from client surveys, and development of measures to achieve progress in attaining greater client orientation in the design and delivery of administrative services;

(v) Field assistance missions (6) to monitor the functioning of the local committees on contracts;

(vi) Substantive and technical servicing of the Headquarters Committee on Contracts through the review of over 700 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General;

(vii) Training of members of the local committees on contracts;

(viii) Substantive and technical servicing of the Headquarters Property Survey Board through the review of approximately 500 property survey cases;

(ix) Substantive backstopping for the Management Performance Board regarding the senior management compacts, the preparation of substantive recommendations on the format and indicators to be contained in the compacts and the preparation of annual assessments of actual performance compared with targets contained in the compacts for submission to the Board;

(x) Substantive backstopping for the Management Committee regarding the monitoring of compliance with oversight bodies recommendations within the Secretariat.

Table 29A.12 **Resource requirements: management services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	5 273.2	5 273.2	18	18
Non-post	165.3	161.9	—	—
Subtotal	**5 438.5**	**5 435.1**	**18**	**18**
Other assessed	3,999.8	3,905.7	6	6
Extrabudgetary	552.4	552.4	2	2
Total	**9 990.7**	**9 893.2**	**26**	**26**

29A.23 Resources amounting to $5,435,100 would provide for the continuation of 10 posts (1 D-1, 4 P-5, 1 P-4, 1 General Service (Principal level), 3 General Service (Other level)) in the Policy and Oversight Coordination Service; four posts (1 D-1, 1 P-5, 1 P-2, 1 General Service (Other level)) in the Management Support Service; and four posts (1 P-5, 1 P-3, 2 General Service (Other level)) in the secretariat of the Headquarters Committee on Contracts and Property Survey Board ($5,273,200). The non-post resources ($161,900) relate to various operating requirements, notably, consultants, official travel, contractual services, and supplies and materials. The decrease of $3,400 in non-post requirements compared with the previous biennium is due to the downgrade of the information technology service level agreement from A to B, owing to an assessment of the various levels of service level agreements within the Department and an attempt to make the most effective use of resources, and to do so on a consistent basis within the Department.

29A.24 The regular budget resources are complemented by other assessed resources from the support account for peacekeeping operations in the amount of $3,905,700, including the continuation of six temporary posts and operational costs (four posts in the secretariat of the Headquarters Committee on Contracts and Property Survey Board and two posts in the Management Support Service). The decrease in the other assessed resources of $94,100 compared with the previous biennium reflects the reduced requirements under operational costs. In addition, an amount of $552,400 from extrabudgetary resources will provide for the continuation of two temporary posts in the Policy and Oversight Coordination Service.

Component 2
Enterprise resource planning project

Resource requirements (before recosting): $17,806,300

29A.25 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. It will be implemented in accordance with the strategy detailed under component 2, Enterprise resource planning project, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 24, Part A, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 29A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures *Performance measures* (Percentage of business processes designed or re-engineered) 2008-2009: 50 per cent Estimated 2010-2011: 90 per cent Target 2012-2013: 100 per cent (ii) Increased percentage of business processes built and tested in human resources, finance, supply chain and central support services *Performance measures* (Percentage of business processes built and tested) 2008-2009: not applicable Estimated 2010-2011: 50 per cent Target 2012-2013: 100 per cent
(b) Technological systems are fully in place	(b) Not to exceed 10-second response time per transaction step from user perspective in high-bandwidth environment *Performance measures* (System performance testing results) 2008-2009: not applicable Estimated 2010-2011: not applicable Target 2012-2013: better than 10-second response time per transaction step from user perspective in high-bandwidth environment

External factors

29A.26 The objective and expected accomplishments are expected to be achieved on the assumption that all vendors meet all contractual requirements in a timely manner and the software and technological systems meet all performance requirements.

Outputs

29A.27 During the biennium 2012-2013, the following outputs will be delivered (regular budget, other assessed and extrabudgetary):

(a) Umoja system deployed and functioning efficiently in the pilot site(s);

(b) Umoja system deployed and functioning efficiently in 50 per cent of the rest of the Organization.

Table 29A.14 **Resource requirements: enterprise resource planning project**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Non-post	11 182.9	17 806.3	—	—
Subtotal	**11 182.9**	**17 806.3**	—	—
Other assessed	85 549.5	103 191.7	—	—
Extrabudgetary	37 090.1	27 702.1	—	—
Total	**133 822.5**	**148 700.1**	—	—

29A.28 The provision of $17,806,300 under grants and contributions would provide for the regular budget share in the biennium 2012-2013 of the Umoja project. It should be noted that an amount of $18,066,600 was identified as the regular budget share in the biennium 2012-2013 gross requirements for the enterprise resource planning project, in line with the cost-sharing formula detailed in the report of the Secretary-General (A/62/510/Rev.1), endorsed by the General Assembly in its resolution 63/262, subsequently revised in table 6 of the Secretary-General's first progress report (A/64/380) and most recently presented in table 4 of the Secretary-General's second progress report (A/65/389), endorsed by the Assembly in its resolution 65/260. Since then, based on the Umoja project's pattern of expenditure for the current biennium and current forecast projections for Umoja for the biennium 2012-2013 it is anticipated that a relatively small portion of resources originally envisaged for 2012-2013, will in fact be rephased into 2014 to cover the residual costs of completing the implementation plan. Based on these forecast timelines, the requirements originally anticipated for 2012-2013 in the reports cited above will be reduced to $17,806,300, with the balance of $260,300 rephased into the subsequent biennium.

29A.29 The estimated non-regular budget requirements in the biennium 2012-2013 for the enterprise resource planning system, amounting to $130,893,800, comprise other assessed resources of $103,191,700 and extrabudgetary resources of $27,702,100. These amounts are based on the proportions detailed in the report of the Secretary-General (A/62/510/Rev.1), and the Secretary-General's first progress report (A/64/380).

29A.30 The General Assembly, in paragraph 117 of its resolution 64/243, requested the Secretary-General to ensure that the Assembly is kept informed annually of the progress of the enterprise resource

planning project. Accordingly, the third annual comprehensive progress report will be submitted to the Assembly during the main part of its sixty-sixth session. The report will provide, inter alia, detailed information on the status of implementation and the corresponding outputs, information on expenditure to date and forecasts to completion, as a comprehensive, integrated whole, including the associated resources from the multiple-funding sources of the project.

Component 3
Management evaluation component of the administration of justice

Resource requirements (before recosting): $1,751,500

29A.31 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. It will be implemented in accordance with the strategy detailed under component 3, Management evaluation component of the administration of justice, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 24, Part A, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 29A.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure greater personal accountability for decision-making and that fewer administrative decisions proceed to litigation in the formal system of administration of justice

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
	Performance measures
	2008-2009: 80 per cent
	Estimated 2010-2011: 85 per cent
	Target 2012-2013: 87 per cent
(b) Improved accountability in management-related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
	Performance measures
	2008-2009: 15 per cent
	Estimated 2010-2011: 10 per cent
	Target 2012-2013: 10 per cent

(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation *Performance measures* (Remedy found or original decision overturned) 2008-2009: 35 per cent Estimated 2010-2011: 35 per cent Target 2012-2013: 40 per cent

External factors

29A.32 The objective and expected accomplishments are expected to be achieved on the assumption that there will be no significant increase in the number of evaluation requests and improper or incorrect decisions.

Outputs

29A.33 During the biennium 2012-2013, the following outputs will be delivered (regular budget and other assessed):

(a) Administrative support services: provision of recommendations on requests for management evaluation of contested administrative decisions as to whether the requests are receivable and, if so, whether the contested administrative decisions are in accordance with the applicable internal rules and jurisprudence of the Organization; provision of recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; identification and provision of recommendations on systemic issues in respect of managerial decision-making authority; tracking of managerial compliance with responsibilities in the Organization's system of administration of justice and identification of circumstances in which delegated managerial authority may be withdrawn or referred for investigation; and provision of guidance to decision makers in the form of periodic lessons learned guides;

(b) Other substantive activities: provision of inputs to the report of the Secretary-General on the administration of justice.

Table 29A.16 **Resource requirements: administration of justice: management evaluation component**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 540.3	1 540.3	6	6
Non-post	215.9	211.2	—	—
Subtotal	**1 756.2**	**1 751.5**	**6**	**6**
Other assessed	102.2	246.1	—	1
Total	**1 858.4**	**1 997.6**	**6**	**7**

29A.34 Resource requirements in the amount of $1,751,500 provide for the continuation of six posts (1 P-5, 2 P-4, 3 General Service (Other level)) in the Management Evaluation Unit ($1,540,300) and non-post requirements relating to, inter alia, other staff costs, contractual services and other operating costs. The decrease of $4,700 compared with the previous biennium is due to the downgrade of the information technology service level agreement from A to B, owing to an assessment of the various levels of service level agreements within the Department and an attempt to make the most effective use of resources, and to do so on a consistent basis within the Department.

29A.35 The regular budget resources are complemented by other assessed resources of $246,100 from the support account for peacekeeping operations, for the establishment of a post of Legal Officer (P-3) in the management evaluation component of the administration of justice to perform various essential tasks in order to complete the management evaluations within the time frame prescribed by the staff rules.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,449,300

29A.36 This component of the subprogramme is the responsibility of the secretariat of the Fifth Committee and the Committee for Programme and Coordination. It will be implemented in accordance with the strategy detailed under component 4, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 24, Part A, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 29A.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat *Performance measures* (Percentage of final reports of the committees submitted by established deadlines) 2008-2009: 100 per cent Estimated 2010-2011: 100 per cent Target 2012-2013: 100 per cent

	(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services
	Performance measures
	2008-2009: zero complaints
	Estimated 2010-2011: zero complaints
	Target 2012-2013: zero complaints

External factors

29A.37 The objective and expected accomplishments are expected to be achieved on the assumption that (a) meetings and sessions will be held as planned, and proposals from Member States with regard to the agreed programme of work and requests for documentation will be received in a timely manner, and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee.

Outputs

29A.38 During the biennium 2012-2013, the following outputs will be delivered (regular budget and extrabudgetary):

(a) Servicing the Fifth Committee and the Committee for Programme and Coordination:

(i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee (approximately 640 meetings and consultations) and the Committee for Programme and Coordination (approximately 80 meetings and consultations) for the effective delivery of their mandates;

(ii) Planning and organization of activities and services related to sessions of the Committees;

(iii) Provision of advice to the Chairpersons and bureaux of the Committees, and to Member States;

(iv) Notes on the programme of work and on the status of documentation; 160 procedural notes for the Chairpersons (80 procedural notes for the Chairperson of the Fifth Committee and 80 procedural notes for the Chairperson of the Committee for Programme and Coordination); substantive summaries of the meetings; and working and background papers, as required;

(b) Other substantive activities: maintenance and update of the websites of the Committees.

Table 29A.18 **Resource requirements: services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 320.2	1 422.0	5	5
Non-post	28.0	27.3	—	—
Subtotal	**1 348.2**	**1 449.3**	**5**	**5**
Other assessed	310.7	314.8	1	1
Total	**1 658.9**	**1 764.1**	**6**	**6**

29A.39 Resources amounting to $1,449,300 would provide for the continuation of five posts (1 D-2, 1 P-5, 1 P-2, 2 General Service (Other level)) in the secretariat of the Fifth Committee and the Committee for Programme and Coordination ($1,422,000), and operational requirements, such as other staff costs, contractual services and furniture and equipment. The increase of $101,100 compared with the biennium 2010-2011 represents the delayed impact related to the post at the P-2 level established in the context of the programme budget for the biennium 2010-2011.

29A.40 The regular budget resources are complemented by other assessed resources of $314,800 from the support account for peacekeeping operations, for the continuation of one post in the secretariat of the Fifth Committee and the Committee for Programme and Coordination under the support account for peacekeeping operations.

C. Programme support

Resource requirements (before recosting): $3,843,500

29A.41 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely, the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the capital master plan project, in the areas of human resources, finance and general administration. It also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee. Furthermore, it centrally administers the provisions for the rental of premises and alterations for the Secretariat at Headquarters as a whole.

Table 29A.19 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	3 618.4	3 618.4	16	16
Non-post	236.1	225.1	—	—
Subtotal	**3 854.5**	**3 843.5**	**16**	**16**

Category	Resources (thousands of United States dollars) 2010-2011	2012-2013 (before recosting)	Posts 2010-2011	2012-2013
Other assessed[a]	56 692.7	63 507.0	1	1
Extrabudgetary[b]	2 213.0	2 213.0	—	—
Total	**62 760.2**	**69 563.5**	**17**	**17**

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole.

[b] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

29A.42 The resources of $3,843,500 would provide for the continuation of 16 posts (1 D-1, 1 P-5, 2 P-4, 1 P-3, 3 General Service (Principal level), 8 General Service (Other level)) in the Executive Office ($3,618,400) and operational requirements ($225,100) relating mainly to contractual services, general operating expenses and furniture and equipment.

29A.43 The regular budget resources are complemented by (a) other assessed resources in the amount of $63,507,000, including the continuation of one post, and overall operational costs, for example, rental of premises, managed by the Executive Office of the Department of Management funded from the support account for peacekeeping operations, and (b) extrabudgetary resources of $2,213,000 for the operational costs associated with the extrabudgetary posts being managed by the Executive Office of the Department from the extrabudgetary funding derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources. The proposals on the support account for peacekeeping operations are to be considered by the General Assembly at its resumed sixty-fifth session in May 2011.

Table 29A.20 **Summary of follow-up action taken to implement the relevant recommendations of oversight bodies**

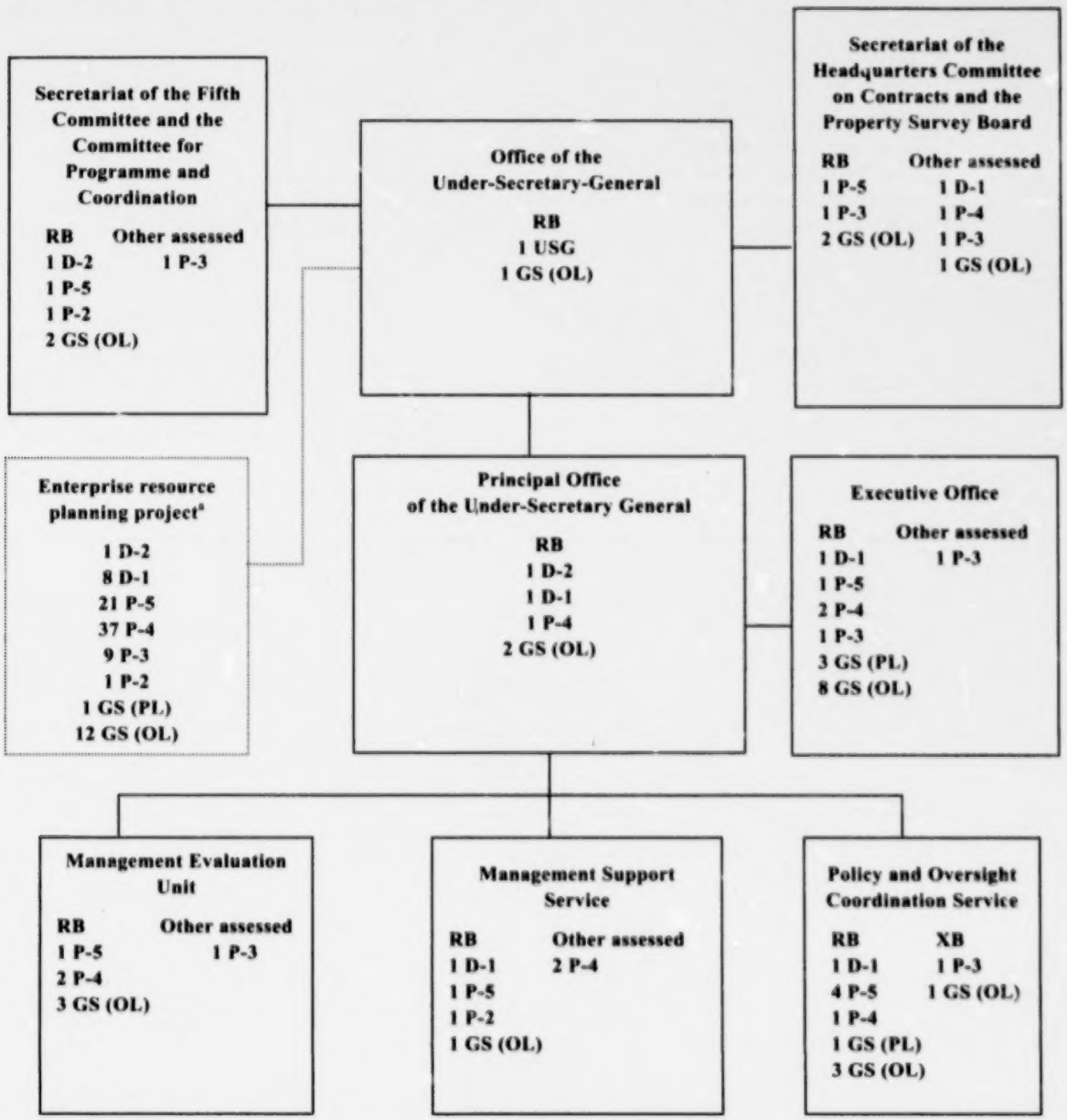
Brief description of the recommendation	Action taken to implement the recommendation
Office of Internal Oversight Services (A/63/268)	
The Office of Internal Oversight Services recommends that the Secretary-General propose to the General Assembly an overarching policy and terminological framework to circumscribe the extent and limitations of results-based management in the Secretariat. In the event that the Assembly wishes to renew its commitment to results-based management, the Office recommends that the proposal from the Secretary-General include an internal control framework that establishes direct links between levels of results (with particular reference to the distinction between outputs and outcomes) and	The Secretary-General submitted a proposal to the General Assembly for further implementation of results-based management which addresses the issues raised in benchmark 1 of the Joint Inspection Unit frameworks as well as the weaknesses identified by the Office of Internal Oversight Services. The General Assembly, in its resolution 64/259, requested the Secretary-General to take appropriate measures to accelerate the implementation of results-based management,

Brief description of the recommendation	*Action taken to implement the recommendation*
layers of authority and accountability (between Member States, the Secretary-General, Secretariat managers and staff), together with criteria for how results planned and results actually achieved will inform different stages of decision-making. The proposed framework should be applicable to Secretariat regular budget resources as well as the extrabudgetary arena (para. 46).	taking into account paragraph 43 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/64/683). In the same resolution, the Assembly also requested the Secretary-General to report to the Assembly at the main part of its sixty-sixth session on the implementation of the resolution. The issue of results-based management will be addressed in the context of that report.
The Office of Internal Oversight Services recommended that the Secretary-General initiate a comprehensive review and reformulation of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, which were last revised in 2000. The review should address the instruments, structure, timetable and roles and responsibilities of all parties to the resource planning and decision-making process of the Secretariat (para. 48).	In paragraphs 64 and 65 of the report of the Secretary-General, entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640), the Secretary-General proposed to establish a Results Management Unit in the Department of Management that, among other tasks, would review the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The General Assembly, in its resolution 64/259 on accountability, did not approve resources required to implement those tasks. As requested by the Assembly in that resolution, the Department is considering the possibility of recommending reformulation of the aforementioned Regulations and Rules in the context of the results-based management framework.
The Office of Internal Oversight Services recommends that the Secretary-General request the Assembly to mandate a single performance report combining programmatic and financial information in a manner that consolidates rather than adds to his total reporting obligations (para. 50).	In the context of the report of the Secretary-General entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640), the Secretary-General expressed the need to introduce a reliable information management system to support results-based budgeting and, eventually, results-based management that aligns resources with objectives and results. Umoja is intended to provide performance reporting and to support results-based management through programme and project management functions and decision support tools. A prerequisite for the success of this effort is the adoption of a standardized methodology within the Organization.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Office of Internal Oversight Services recommends that the Secretary-General integrate programmatic results frameworks into the first wave of the enterprise resource planning system and broader information and communications strategy of the Organization (para. 52).	Umoja is a tool that can support results-based management. The integration of programmatic and financial information is being addressed in the context of the implementation of the Umoja project. It has yet to be determined at what stage of the project implementation this integration will take place.
The Office of Internal Oversight Services recommends that the Secretary-General initiate a comprehensive review and revision of the current categorization of outputs, as reflected in budgeting and reporting requirements, with particular reference to meaningful capture of outputs outside the traditional Secretariat arena, for example outputs pertaining to field-based peacekeeping, humanitarian and development work (para. 54).	In paragraphs 64 and 65 of the report of the Secretary-General entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640), the Secretary-General proposed to establish a Results Management Unit in the Department of Management that, among other tasks, would manage, oversee and support the implementation of the results-based management system within the United Nations, including for peacekeeping operations and special political missions. These tasks would have included supporting the preparation of logical frameworks in Secretariat programmes, including peacekeeping operations and special political missions, to ensure adequate focus on expected results and effective linkages between objectives, expected accomplishments and indicators, and working all the way down to the output level. However, the General Assembly, in its resolution 64/259, did not provide the required resources to implement those tasks.
The Office of Internal Oversight Services recommends that the Secretary-General: (a) prepare and submit for the consideration of the General Assembly a request for additional resource requirements that comprehensively addresses the respective requirements of: (i) central results-based management coordination; (ii) department-level results planning and self-evaluation; and (iii) independent inspection and evaluation; and (b) promulgate the United Nations Evaluation Group norms and standards as the overarching framework of organizational evaluation practice (para. 56).	In paragraphs 64 and 65 of the report of the Secretary-General entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640), the Secretary-General proposed to establish a Results Management Unit in the Department of Management that, among other tasks, would manage, oversee and support the implementation of the results-based management system within the United Nations, including for peacekeeping operations and special political missions, and support and guide the performance by Secretariat programmes of self-evaluations and utilization of lessons learned.

Brief description of the recommendation	*Action taken to implement the recommendation*
	However, the General Assembly, in its resolution 64/259, did not provide the required resources to implement those tasks.
(A/64/587)	
The Department of Management, within the context of the Working Group on Knowledge Management, should initiate a taxonomy for consultants' reports to organize their storage and easy retrieval (para. 33).	The United Nations departments and offices hire consultants to provide expertise not available in the Secretariat and for which there is no long-term need. The principal outputs of such consultancies are inputs (or "intermediate products") containing advice or recommendations on the subject matters. These inputs may or may not be used to formulate policy proposals or reports of the Secretary-General. They are stored by individual departments and offices according to their needs. There is no need to have a central repository to file intermediate products. Final products (or the official reports) are stored and filed according to a taxonomy "centrally defined".

Department of Management: Office of the Under-Secretary-General
Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level.

[a] Temporary posts funded through the jointly funded fund, consisting of regular budget, peacekeeping support account and extrabudgetary resources.